



**National Commission on the Future of the Army**  
2530 Crystal Drive, Zachary Taylor Building, Suite 5000  
Arlington, VA 22202

**SUBJECT:** National Commission on the Future of the Army (NCFA) Institutional Subcommittee 18 November 2015 Meeting Minutes

**Date:** 18 November 2015

**Time:** 1330-1700 hours

**Location:** Taylor Building, Arlington, VA

**Format:** briefings and discussion

**Attendees:**

LTG (Ret) Jack Stultz- Subcommittee Chair  
GEN (Ret) Carter Ham – Subcommittee Member  
SMA (Ret) Raymond Chandler - Subcommittee Member  
Mr. Rickey Smith, Staff Director NCFA  
LTC Michael A. Lockwood – Subcommittee Designated Federal Officer (DFO)  
Mr. Johnny Thomas – NCFA Staff  
LTC Brian Stevenson - NCFA Staff  
LTC Brian Rice - NCFA Staff  
MAJ Doroneth White - NCFA Staff  
Mr. Scott Sharp –NCFA Staff  
Mr. Tony Boyda – NCFA Staff  
Mr. Sankar Bhattacharjee – NCFA Staff  
Mr. Eric Magnell - NCFA Staff  
MAJ Benjamin Fernandes – NFCA Staff

**Documents Provided to Subcommittee:**

1. "FTS Proposal V2 16 NOV 15" - Mr. Scott Sharp
2. "FTS Staff Paper V6 18 NOV 15" - Mr. Scott Sharp
3. "Institutional Sub-Committee submission on One Army Recruiting (v2 18 Nov 15)" - Mr. Eric Magnell
4. "Leader Development Info Paper2 (Clean)" - LTC Benjamin Fernandes
5. "Leader Development Slides" - MAJ Benjamin Fernandes
6. "NCFA Paper on TASS\_171600NOV15" - LTC Brian Rice
7. "TTHS for the Reserve Components" - LTC Barry Vincent
8. "Recruiting RFI Data as of 20151112 (Expanded)" - Mr. Johnny Thomas

**Meeting Summary**

At 1330 hours, the Subcommittee Chair convened the meeting followed by the DFO explaining how the Federal Advisory Committee Act (FACA) applied to the proceedings.

**SUBJECT:** National Commission on the Future of the Army (NCFA) Institutional Subcommittee 18 November 2015 Meeting Minutes

Mr. Thomas provided a verbal overview of the meeting's agenda:

- To obtain Commissioner Decisions on the following Institutional Subcommittee Proposals:
  - Full Time Support Information Paper and Full Time Support Proposal
  - One Army Recruiting
  - Unity of Effort in Training and Soldier Development
  - Leader Development
  - Trainee, Transient, Holdee and Student (TTHS) Account for the Reserve Components
- Integrated Pay and Personnel System- Army (IPPS-A) Update
- Review Subcommittee Input for the NCFA November Open Committee Meeting

Mr. Scott Sharp provided an overview of the Full Time Support (FTS) Program and presented a draft proposals directed by the Chair that would merge the Active Guard and Reserve (AGR) Program into the Regular Army if adopted and laws changed. This draft proposal was in response to the Commissioners instructions to research the feasibility of eliminating the AGR Program. Mr. Sharp discussed the purpose, functions, the statutes governing the program and the current manpower statistics. Mr. Sharp presented two proposals:

1. Congress should enact legislation to allow the Secretary of the Army to assign Regular Army Officers and Enlisted Soldiers to Army National Guard positions to execute Full-Time Support Functions including taking the State or Territory Oaths of Office without prejudice to their Federal standing.
2. Army should launch a Pilot Program to assess the merits of assigning Regular Army members to States and USAR Commands.

The Commissioners concurred with the proposals and instructed the staff to include in the final draft report for the Subcommittee for review by the entire Commission.

After a short comfort break, the meeting continued at 1445 hours. Mr. Magnell presented three legislative and policy draft proposals directed by the Subcommittee that would move the Army to achieve one Army Recruiting and reduce competition among the Army components. The Commissioners approved the following three proposals for presentation to the Commission:

1. The Secretary of the Army should reauthorize the Active First Program. This program operated between 2007 and 2011 and over 4900 individuals assessed into the Army through the program.
2. Congress should authorize and direct the Secretary of the Army to establish a significant pilot program in which recruiters from all three components would be authorized to

**SUBJECT:** National Commission on the Future of the Army (NCFA) Institutional Subcommittee 18 November 2015 Meeting Minutes

recruit individuals into any of the components and would receive credit for an enlistee regardless of the component (acknowledging that only a state National Guard member can enlist an individual into that state's national guard). Congress should specifically authorize this "notwithstanding any other laws" in order to avoid potential fiscal law concerns. We propose a multi-year pilot program with reports to congress at the midpoint and at the end of the pilot. The reports should provide congress with the results of the pilot and recommendations as to whether to make the temporary authorities permanent.

3. Congress should authorize the Secretary of the Army to consolidate the marketing function for all three components under the authority of the AMRG. This would permit the Army to be consistent in its marketing and branding messages and would reduce competition and the public perception of differences between the Army National Guard and the Regular Army.

At 1515 hours, LTC Rice reviewed information from the 29 October 2015 NCFA staff meeting with Army organizations to examine the One Army School System. Participants included representatives from the HQDA G-3 Training, Training and Doctrine Command (TRADOC), Forces Command (FORSCOM), Army National Guard (ARNG) and the Office of the Chief of Army Reserve. This meeting provided the NCFA staff with a better understanding of the current status of the One Army School System and other Army School System actions. The background information was needed for the NCFA Staff to develop the following draft proposals sought by the Subcommittee. The Institutional Subcommittee Commissioners approved the following proposals for presentation to the full Commission:

1. The NCFA recommends conducting a holistic look at current strategy, linking doctrine to it, and reducing publications as much as possible to minimize confusion. Additionally, name the Army's school system what it is - The Army School System. The Army School System includes all components and civilians.
2. Investigate ways to accelerate the OASS concept.
3. Consider ways to standardize all Army Program(s) of Instruction (POI). Additional efficiencies can be gained by ensuring all POIs meet the same standard critical tasks training requirements.
4. Explore a comprehensive review of all courses taught by the Army. As part of the review, consider eliminating phased Professional Military Education (PME) courses that last longer than two years, and where possible, reduce phased courses to a maximum of one year.

At 1600 hours, LTC Stevenson provided an update on the potential for a Trainees, Transients, Holdees and Students (TTHS) account within the Army National Guard and the Army Reserve. The Institutional Subcommittee Commissioners rejected a draft proposal to increase end strength above force structure authorizations to establish such TTHS accounts. NCFA Staff were

**SUBJECT:** National Commission on the Future of the Army (NCFA) Institutional Subcommittee 18 November 2015 Meeting Minutes

instructed to develop a proposal for consideration that would not require an increase in end strength.

At 1635 hours, Mr. Thomas provided an update on the status of the Integrated Pay and Personnel System-Army (IPPS-A). Congress (FY16 NDAA) and the Office of the Secretary of Defense Deputy Chief Management Officer (DCMO) (Program Budget Review 17-21) submitted proposals to decrement the funding for IPPS-A and reduce the manpower in the Defense Finance and Accounting Services (DFAS) as result of the IPPS-A business case for workload reduction respectively. The IPPS-A program director stated neither issue will impact the current fielding schedule.

The meeting adjourned at 1700 hours.